

# ANNEX F: FACILITIES

## Introduction

As the Army continues to transform, a myriad of actions and initiatives are being simultaneously implemented that must be synchronized and coordinated in order to effectively transform while at war. The Installations as our Flagships Focus Area enhances Army installations' ability to project power and support families. The Army will implement fundamental changes in force structure, spiral technology insertion and business processes. Our installations support a joint and expeditionary force where Soldiers train, mobilize and deploy to fight and win. These forces are sustained through reach operations, reducing the in-theater footprint as well as providing unprecedented battle command and situational awareness at home station. Soldiers and their families who live on and off installations deserve the same quality of life as is afforded the society they are pledged to defend.

The role of installations has changed significantly. No longer merely deployment platforms and support for the well-being of Soldiers and their families, installations now provide continuous support from the foxhole to home station throughout deployment. As the Army transcends to an unprecedented level of force structure change and technology integration, installations will undergo a corresponding change in business processes, roles and responsibilities. The integrated, collective capabilities and capacities of installations in any given geographic region will far exceed what any one installation can provide. The Army is simultaneously enhancing its joint

support role to interagency (domestic) and multinational (international) cooperation.

There are three essential tasks that must be accomplished for installations to meet their challenging, evolving role: development of strategies to posture installations as deployment platforms with robust, technology-rich reach capabilities; adjusting installation support and resourcing priorities to meet the needs of the Army at war and transforming; and maintaining support for the well-being of all Soldiers and their families. Subtasks for these three essential tasks have been developed, and the Office of the Assistant Chief of Staff for Installation Management (OACSIM) and its executing agents, the Installation Management Agency (IMA) and the U.S. Army Corps of Engineers (USACE), continue to refine strategies and objectives leading to realignment of resources or divestiture of marginal tasks. The Army will continue to develop new strategies while adjusting existing programs to ensure we properly identify and validate our installation requirements.

## Installation Strategy and Objective

While all installations serve a vital role in maintaining and sustaining an expeditionary Army ready to meet the Army's mission across a broad spectrum of contingencies, not all locations are geographically or economically suited to meeting the broad range of capabilities, characteristics or capacities on a single post. Each installation has its own unique strength fostered either by individual capability or capacity for a given operational or mission function, or its proximity to key or

critical support “nodes.” The Army intends to harness this individuality or diversity. To eliminate “have” and “have not” scenarios, the Army is simultaneously and aggressively implementing facility modernization through several Army initiatives such as the Focused Facility Strategy and Residential Communities Initiative. Additionally, integrating installation services with the surrounding community develops an even stronger environment of civil-military community relations. The objective is to develop and transform into a system of installation capabilities and resources to support a CONUS-based projection of forces. There are three major thrust areas to achieve these goals.

- OACSIM is enabling technologies in partnership with industry and USACE in order to improve our military construction response times, facilities standardization and criteria development, and employing adaptive, modular facility designs. Multipurpose, adaptive facility and facility complex designs will provide support to consolidated functions such as maintenance, training and logistics in a single complex. Single-purpose facility designs will be provided by exception as the Army migrates to the Future Force. Installations will no longer adopt the one-size-fits-all posture.

CONUS-based installations will continue to support a mix of Current and Future Forces for the next few decades and will serve as an integral component of the extended battlespace from home station to foxhole. As more installations convert to totally Future Force unit stations, excess space can be reallocated to reduce some of the facility maintenance and repair backlog within a geographic region. At some installations, the combined use of regional assets and recovery of excess

facilities will also reduce cramped conditions, thereby improving both the operational posture of the units stationed there and the quality of life or well-being of the Army family on post.

- OACSIM and IMA are developing policies, strategies and priorities to implement aggressive transformation of installations as well as meeting the global war on terrorism support requirements. Through the implementation of the Army’s Installation Information Infrastructure Architecture (I3A), installations will provide seamless connectivity to Army and joint force commanders across the full spectrum of operations. A common information architecture will link all installations to commanders in the field as well as joint, interagency and multinational (JIM) support infrastructures worldwide. Installations will enable mission accomplishment by simultaneously providing the means of reducing the in-theater footprint of deployed forces, and enhancing the commander’s tool kit by providing the vital information hubs, deployment platforms and sustainment bases.

Training centers will continue to provide unique capabilities that are utilized on a rotational basis to conduct integrated live-virtual-constructive (LVC) training for combined arms and collective train-



ing tasks. These training centers will be simultaneously and seamlessly linked to home station installations or institutional centers to expand their training capabilities. Digitally enabled training facilities and equipment will provide the flexibility for Soldiers, units and command staffs to train from geographically separate locations in a synthetic environment, thereby optimizing training opportunities and increasing readiness.

- Through detailed and regular coordination with Army Staff proponents and Major Army Commands, OACSIM is synchronizing decisions and implementation milestones based on the efforts of the previous two axes. Having the right installation infrastructure and facility mix at the right place and time is vital to continued Army readiness and modernization. Moreover, the Army requires modern, web-enabled capabilities to manage, as well as provide support across the doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) domains.

Hence, the Army installation transformation environment will require changes in business processes, policies and installation management structure, as well as the following attributes and characteristics. The primary thrust for this axis is the development of policies and programmatic strategies that support validation and verification of facility and infrastructure requirements to meet Army stationing and fielding time lines across all DOTMLPF domains.

## Living and Working Environments

To achieve a balance between the increased dependence upon installations serving a vital role for reach operations and serving as infor-

mation hubs for access to knowledge centers and centers of excellence demands higher levels of security and protection. The threat environment (e.g., terrorism, biohazards, computer hacking) facing Soldiers, their families, Department of the Army civilians (DACs), and contractors on an installation will require full-dimensional protection.



Beyond standardizing access control points for all installations that aggressively meets the realities of today's anti-terrorism and force protection needs, installations may incorporate advanced technologies such as biometrics; smart cards; entity tracking; networked sensors; and chemical, biological, radiological, nuclear and high-yield explosives (CBRNE), and weapons or munitions detection capabilities. Security procedures and capabilities will be linked to local, state and federal law enforcement activities, enhancing responsiveness and increasing survivability. The use of emerging and advanced technology such as sensors and detectors can enhance the security posture of the installation without having to resort to an entrenchment or "walled-city" environment.

When services are integrated within the surrounding community, security considerations may extend beyond the installation boundary to the extent feasible. At the same time, the security posture of installations is less intrusive as the aesthetics remain "pleasing to

the eye” while they belie the actual level of protection of the installation.

Installations and communities will become increasingly integrated and mutually supportive. Regional, city and installation master planners will work together to leverage common infrastructure and services to create mutual benefits and decrease operating costs. Surrounding communities may provide medical, dependent education, or recreational or emergency services to mitigate lack of on-post capabilities. Civilian and military communities may augment each other in mutual support agreements, thereby maximizing resource investments within a community or region.

Environmental strategies, land use and stewardship activities continue to be more fully integrated into business processes and base support services both on post and in coordination with state and local governments. The fundamental objective will be to achieve common or mutually supportive goals. Land-use and environmental considerations become less divisive as perspectives and appreciation for the benefits of close community ties outweigh the occasional disadvantages of close proximity to military installations.

## Realigning Installation Management

On 1 October 2003, the IMA was established as a field operating agency of the OACSIM. IMA provides a corporate-focused structure for efficient and effective installation management worldwide. At the garrison level, IMA is implementing creative management programs to sustain quality installations and maintain the well-being of the entire Army family. They are sustaining the requisite environmental quality to fully support realistic training. Operational commanders are freed from the time-consuming tasks of running an installation and the delicate balancing of

operational resources and training with infrastructure and facilities sustainment.

For Soldiers and their families, installations are configured to provide the same quality of life as is afforded the society they are pledged to defend. The past practice of accepting risk in infrastructure to maintain warfighting readiness has resulted in more than a decade of chronic underfunding. More than 50 percent of our facilities are in such poor condition that commanders have rated them as adversely affecting mission and training requirements.

The Army has made significant progress to rectifying shortfalls and inadequacies as strategies are employed that identify redundancies, inefficiencies and priorities for investment as well as marginal areas where divestiture increases resource availability for shortfall mitigation. These successes are largely the result of consolidating installation management under a central organization such as the IMA and serve as models for Department of Defense application. Over the past few years, the administration and Congress have helped the Army correct this situation with innovative business practices.

## Conclusion

Army installations are essential to maintaining the premier, expeditionary Army. The key missions for installations continues to be the provision of effective facilities that meet training, mobilizing and deploying the force, sustaining and reconstituting the force, and taking care of our families.

What has changed is the criticality and duration of support provided to deployed forces and the level of technology integration adopted. This has led to a greater desire for multipurpose, adaptive facilities that maximize



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the economical and functional benefits of standardization.

Much progress has been made, but we have a long way to go to upgrade our installations to support our missions, Soldiers and their families. Adjustments to existing programs

have been made and strategies continue to be refined.

Installations exist to support the warfighters and their continued well-being. The Army remains dedicated to meeting the challenge of providing quality, mission-ready installations.

